

NATIONAL CHILD WELFARE WORKFORCE INSTITUTE
Description of the Five Leadership Pillars

Adaptive (Heifetz & Linsky, 2002)	Collaborative	Distributive (Spillane, 2006)	Inclusive (Ryan, 2006)	Outcome Focused
<p><i>Learning new ways for dealing with challenges</i></p> <ol style="list-style-type: none"> 1. Challenges own and other people's habits, beliefs, and values 2. Emphasizes a strategic /innovation mindset 3. Works with differences 4. Orchestrates positive conflict 5. Inspires others to challenge decision making processes 6. Navigates changeable environments 	<p><i>Community engagement</i></p> <ol style="list-style-type: none"> 1. Creates opportunities for collaboration outside agency 2. Encourages exchange of information and sharing/pooling resources 3. Focuses on common purpose 4. Stresses process rather than the product 5. Has action orientation 	<p><i>Leadership encouraged and enacted at all organizational levels</i></p> <ol style="list-style-type: none"> 1. Distribution of decision-making and leadership responsibilities 2. Manages human, cultural, social and economic capital 3. Encourages purposeful action 4. Promotes collective rather than individual action 	<p><i>Collective process to promote inclusion</i></p> <ol style="list-style-type: none"> 1. Advocates for a full range of participants in the process (diverse participation) 2. Promotes leadership as a collective process 3. Creates sense of urgency around inclusion 4. Acknowledges disparities and seeks to mitigate them 5. Engages in continuous learning about inclusion-related issues 6. Engages diverse stakeholders 	<p><i>Meeting organizational and professional goals</i></p> <ol style="list-style-type: none"> 1. Applies technical knowledge 2. Analyzes problems 3. Uses data to inform decisions 4. Focuses on indicators leading to outcomes of safety, permanency, and well being 5. Stresses product/ result rather than process